



LEDBURY TOWN COUNCIL



25 September 2026

To: Councillors Chowns, Morris, Harvey and Hughes
Ward Councillors: Harvey, Peberdy, Simmons
Events WP Members: Alison Braithwaite, Sabeen Chaudry, Griff Holliday, Beth Hughes, Lizzie Gissane, Lynette Loader, Sonia Bowen, Nina Shields and Nic Sims

Dear All,

You are invited to attend a meeting of the **Events Working Party on Thursday, 1 October 2026 at 10:00 am Council Offices, Church Lane, Ledbury HR8 2DL.** for the purpose of transacting the business below.

Yours faithfully

Angela Price PSLCC, AICCM
Town Clerk

FILMING AND RECORDING OF COUNCIL MEETINGS

Members of the public are permitted to film or record meetings to which they are permitted access, in a non-disruptive manner. Whilst those attending meetings are deemed to have consented to the filming, recording, or broadcasting of meetings, those exercising the rights to film, record and broadcast must respect the rights of other people attending under the Data Protection Act 1998.

A G E N D A

1. **To elect Chairman for the remainder of the 2026/27 Municipal Year**
2. **To receive apologies for absence**
3. **To approve and sign the minutes of the meeting of the Events Working Party held on 30 July 2026** (Pages 109-113)
4. **To receive and note the Action Sheet** (Pages 114-115)
5. **Event Data Capture (Standing Item)**
6. **Events Strategy update and next steps** (Pages 117-134)
7. **To receive and note update on Christmas Lights Switch on – Gazebo Hire and Snow Machine** (Page 135)
8. **To receive and note update on Ledbury Community Day - Griff Holliday** (Page 136)

9. **To receive and note an update on Ledbury Celebration – Griff Holliday**
10. **To receive and note update on Ledbury Carnival – Sonia Bowen**
11. **To receive and note update on Ledbury Convoy – Town Clerk
(Page 137)**
12. **To receive and note update on HODS – Beth Hughes (Page 138)**
13. **To receive and note the Events Calendar (Pages 139-141)**
14. **Date of Next Meeting - Thursday, 19 November 2026 (venue to be confirmed)**

LEDBURY TOWN COUNCIL

MINUTES OF A MEETING OF THE RECONVENED EVENTS WORKING PARTY MEETING HELD ON THURSDAY 30 JULY 2026

PRESENT: Councillors: Councillor Morris
Non-Councillors: Al Braithwaite (Chair) Griff Holiday and Nina Shields

ALSO PRESENT: Angela Price – Town Clerk
Honor Holton – Minute Taker
Olivia Trueman – Community Engagement Officer

93. ELECTION OF CHAIR FOR 2026/27 MUNICIPAL YEAR

RESOLVED:

That Al Braithwaite be elected as the Chair of the Events Working Party 2026/2027 municipal year.

94. DECLARATIONS OF INTEREST

RESOLVED:

None were received.

95. ELECTION OF NON-COUNCIL MEMBERS TO THE EVENTS WORKING PARTY

The Community Engagement Officer advised that John Holmes, Head Teacher of John Masefield High School will be attending the Events Working Party meeting in October.

RESOLVED:

- 1. That the Community Engagement Officer invites representatives from Eastnor Castle, Eastnor and Ledbury Primary Schools, Herefordshire BID and Ledbury Convoy to attend future meetings.**

96. TERMS OF REFERENCE

It was proposed by the Town Clerk that the Terms of Reference should reflect similar rules placed on Town/Parish Councils in respect of attendance. She explained that if a Councillor fails to attend any meeting of the Council within a six-month period they are disqualified from being a councillor, unless they have formally requested dispensation. She suggested that this clause should be included in the Terms of Reference of the Events Working Party.

RESOLVED:

1. That an additional paragraph be added to the Terms of Reference under the 'Membership' as follows:

"Should a Member of the Events Working Party fail to attend a meeting within a six-month period, and they have not sought dispensation from the Chair of the Working Party they would automatically cease to be a member of the Working Party and will be notified by the Clerk of the Council accordingly."

2. That the following be added to the Terms of Reference, under the title 'Purpose section B'.

'Overall responsibility for delivery of the Events Strategy rests with Ledbury Town Council. Operational delivery will be undertaken by officers, with strategic oversight provided through the Events Working Party and relevant Council Committees.'

97. TO RECEIVE APOLOGIES FOR ABSENCE

Apologies for absence were received by Councillor Hughes, Sonia Bowen and Sabeen Chaudry.

98. TO APPROVE AND SIGN THE MINUTES OF THE MEETING OF THE EVENTS WORKING PARTY HELD ON 2 JUNE 2026

RESOLVED:

That the minutes of the meeting of Events Working Party held on 2 June 2026 be approved.

99. TO RECEIVE AND NOTE THE ACTION SHEET

RESOLVED:

That the Action sheet be received and noted, with Action Number 73 to be updated at the end of August following another meeting with Ledbury Convoy.

100. EVENT DATA CAPTURE

The data was extensive and it was suggested that a representative from BID be invited to be an attendee at the Working Party meetings to support the working group in defining the elements that would be helpful and informative.

RESOLVED:

That a representative of the Herefordshire BID be invited to attend the meetings of the Working Party to help Members understand the

information provided within the reports, to allow Members to understand the most appropriate information to consider going forward.

101. RECOMMENDATION TO ADOPT EVENT STRATEGY

The Strategy was well received, and CEO was complemented on creating a comprehensive document. There were no further amendments from the Working Party were discussed.

RESOLVED:

That the draft Event Strategy be recommended to Full Council at their meeting scheduled for 3 September 2026, subject to any amendments agreed at this meeting.

102. TO RECIEVE AND NOTE FEEDBACK ON GREAT BIG GREEN WEEK AND LEDBURY COMMUNITY DAY

Griff Holiday provided an update on the recent success of the Great Big Green Week and Ledbury Community Day. Nina Shields suggested promoting the Great Big Green Week more next year, perhaps to get local shops to have window displays to promote the event and have a Did You Know? sessions/update.

RESOLVED:

That the report be received and noted.

103. TO RECEIVE AND NOTE FEEDBACK ON LEDBURY CELEBRATION

Griff Holiday advised that he did not feel able to continue in the role of organiser for this event and hoped that Ledbury Town Council and Ledbury Poetry would be prepared to take on the responsibility of the event, in particular Ledbury Town Council managing the Market aspect.

RESOLVED:

- 1. That the feedback on Ledbury Celebration be received and noted.**
- 2. That Community Engagement Officer provide a report to Full Council to consider whether they would be prepared to take on the management of Ledbury Celebration Event, potentially in partnership with Ledbury Poetry.**

104. TO RECEIVE AND NOTE UPDATE ON LEDBURY CARNIVAL

RESOLVED:

That the update on Ledbury Carnival be received and noted.

105. RECOMMENDATION TO HIRE GAZEBOS FOR THE CHRISTMAS LIGHT SWITCH ON 2026

The CEO presented the report to members prior to going to Full Council. The recommendations in the report were supported.

In addition, there was a brief discussion about the decision that Council made in respect of the purchase of a Snow machine.

RECOMMENDATION:

1. That the Event Working Party recommend to Full Council the hire of 20 gazebos from Green Tops Gazebos at a cost of £900 for the Light Switch on Event 2026.
2. The Events Working Party recommend that the gazebos hired from Green Tops Gazebos be charge to traders at the following costs:

Green Top hired Gazebo - £50

Traders own Gazebo - £40

Hot Food vehicle/catering unit - £80

3. That a recommendation be sent to Full Council to agree that Traders within the Town with a permeant business premises receive a 50% reduction on trading prices noting that they will be offered Ledbury Town Council Gazebos first.
4. That the Community Engagement Officer review the previous Snow Machine Report to consider the potential purchase of a snow machine for future Light Switch On events, with the intention of hiring it out for use at future events and provide a further report detailing costs to the meeting of Councils scheduled for 3 September 2026.

106. TO RECEIVE AND NOTE UPDATE ON HODS

The Community Engagement Officer provided an update on HODS. She advised that she had been in touch with the Shakespear Trust and it is hoped that a representative will be available to provide a talk about Masefield and Shakespear at the Market House during the HOD's fortnight.

RESOLVED:

That the update on HODS be received and noted.

107. TO RECEIVE AND NOTE THE EVENTS CALENDAR

RESOLVED:

That the Events Calendar be received and noted, with Events to be added onto the Herefordshire BID Calendar.

108. DATE OF NEXT MEETING

The date of the next meetings will be held on:

- Thursday 27 August 2026
- Thursday 1 October 2026
- Thursday 19 November 2026
- Thursday 17 December 2026

The meeting ended at 11:18am

Signed Date

EVENTS WORKING PARTY
ACTION SHEET

MIN NO.	ACTION	TO BE ACTIONED BY	DATE ACTIONED	COMMENTS	STATUS	ANTICIPATED COMPLETION DATE
28-Oct-25						
36.1	Officers to investigate the phone-based walking apps current used in Hereford. Research to focus on understanding footfall data generated by the Apps, income or economic benefit associated with their use and how the apps encourage visitors to engaged with historic or heritage buildings	CDO	Feb-26	CDO & Chairman to meet with designers and organisations who have developed similar apps to gather information needed to prepare a tender or project brief for the EWP. Further information to be provided in February. Potential funding and grant opportunities to support the development of the app to be explored	In progress	
37.1	Council Website: Proposed that more examples are presented alongside the step-by-step guide, which would help people further understand how much work is involved in organising an event, such as road closure applications	CDO	Feb-26	CDO working on uploading example documents to the website, including a sample road closure notice	In progress	
42.1	The future upcoming events for the next 12 months be listed on the events calendar	CDO	ongoing	To be maintained and updated monthly	Ongoing	

30-Jul-26						
95	CDO to invite representatives from Eastnor Castle, Eastnor and Ledbury Primary Schools, Herefordshire BID and Ledbury Convoy to future meetings	CDO	Sep-26	CDO has now left employ of LTC- TC to pick this up in absence of replacement member of staff	In progress	Sep-26
96.1	That amendments as per minutes be made to Terms of Reference	CDO	Sep-26	CDO has now left employ of LTC- TC to pick this up in absence of replacement member of staff - ToR to be referred to FC in October for final approval	In progress	Oct-26
100	That a representative of the Herefordshire BID be invited to attend future meetings	CDO	Sep-26	BID invited by TC to attend 01.10.26 meeting	Completed	Oct-26
103.1	CDO to submit report to FC to consider whether they would be prepared to take on the management of Ledbury Celebration event potentially in partnership with Ledbury Poetry.	CDO	Oct-26	Report not done - meeting arranged between and GH 25.09.2026	In progress	Sep-26
107	Upcoming events to be added to HBID calendar	CDO	Oct-26	TC to confirm whether completed	In progress	Oct-26

EVENTS WORKING PARTY	1 OCTOBER 2026	AGENDA ITEM: 6
-----------------------------	-----------------------	-----------------------

Report prepared by Angela Price – Town Clerk

EVENTS STRATEGY UPDATE AND NEXT STEPS

Purpose of Report

The purpose of this report is to provide members of the Events Working Party with feedback from the meeting of Council held on 24 September 2026.

Detailed Information

The Draft Events Strategy was provided to Full Council at its meeting held on 24 September 2026; at that meeting they agreed to adopt the Events Strategy as presented along with the following:

1. Those officers, in consultation with the Events Working Party, be instructed to develop the supporting Implementation Plan and operational documents.
3. That progress against the Strategy and Action Plan be reported to Council quarterly, noting that the first quarterly report will be in January 2027.
4. That once completed the Strategy, Action Plan and Implementation Plan be reviewed annually to reflect available resources, community needs and opportunities for partnership working.

Next steps

The Clerk has drafted an improved Action Plan which is attached to this report for consideration. That plan provides details for each event of a lead officer, timescale, resource requirement and measure of success, then return to Members for consideration alongside the proposed annual events programme and budget.

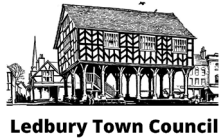
The Working Party are asked to approve the Action Plan which officers can then progress accordingly.

One point to settle before implementation: the draft uses different names for its event categories in sections 3.2 and 9, and the Action Plan has blank timescales. Aligning those terms and dates when the Implementation Plan is prepared will make reporting clearer.

Recommendation

1. That members of the Events working Party note the outcome of the Council meeting held on 24 September 2026 to adopt the Events Strategy.

2. That the Events Working Party give consideration to the attached Draft Action Plan noting that officers will commence work to take forward the actions as set out in that Plan.
3. That the Events Working Party review the category titles as set out in sections 3.2 and 9 of the Event Strategy and agree on the final titles in relation to these categories to ensure consistency within the report.
4. That subject to the Draft Action Plan being approved, a report be presented to the meeting of the Events Working Party meeting on 19 November 2026.



LEDBURY TOWN COUNCIL EVENTS STRATEGY 2026

ADOPTED: 25 September 2026
REVIEW DATE: May 2026



Ledbury Town Council

1. Introduction

Ledbury is a vibrant market town with a rich cultural heritage, supported by an active calendar of community and visitor-focused events. Ledbury Town Council recognises that events play a key role in strengthening community connections, supporting local organisations, promoting town identity, and encouraging visitors to explore the town. Ledbury already hosts a range of well-loved events including Community Day, Ledbury Poetry Festival, Heritage Open Days, and longstanding community celebrations like the Carnival and seeks to take a more coordinated and strategic approach to growing and supporting its event programme over the coming years.

The Council invests in events because they deliver wider benefits to the town. Well-planned events bring people together, encourage community participation, support local businesses and the local economy, celebrate Ledbury's heritage and culture, and help create a vibrant and welcoming town. This strategy sets out how the Council will ensure that its investment in events is well planned, provides value for money, and delivers lasting benefits for residents, businesses, and visitors.

2. Purpose of this Strategy

This Strategy sets out Ledbury Town Council's strategic approach to planning, delivering and supporting events. It establishes the Council's vision, objectives and priorities, and explains how success will be measured through partnership working, evaluation and continuous improvement.

2.1 Background

The strategy has been developed drawing on extensive knowledge of Ledbury's events history, informed by Officers and Councillors, and with the ongoing input of Members of the Events Working Party, who meet monthly to provide guidance and oversight.

2.2 Vision

Our Vision sets out our future aspirations for events and their impact:

Ledbury Town Council (LTC) events will contribute to a strong sense of community by celebrating heritage, promoting inclusivity, and supporting local groups, organisations, market traders, retailers and businesses across all sectors.

Looking ahead, Ledbury Town Council aspires for Ledbury to be recognised as one of Herefordshire's leading market towns for community and cultural events, delivering a balanced year-round programme that enhances civic pride, strengthens the local economy, celebrates the town's unique heritage and creates memorable experiences for residents and visitors alike.



Ledbury Town Council

Through collaboration, innovation and sustainable investment, the Council will continue to develop an events programme that reflects the needs of the community while contributing to the long-term vitality of the town centre.

LTC events will be influenced by the culture of the community and will recognise Ledbury's unique history, with the aim of bringing people together for enjoyable, engaging, and informative experiences. LTC events will strengthen identity and pride in our town.

To support this vision, the Council is actively seeking external funding, including entering the **Town of Culture grant**, to expand cultural opportunities, deliver higher-impact events, and enhance community engagement across Ledbury.

2.3 Mission

Our Mission sets out what we do, why we do it, and how we achieve it:

Ledbury Town Council (LTC) will lead, support and enable a diverse programme of events throughout the year for residents, visitors, community groups and businesses. Through partnership working and community engagement, the Council will help create inclusive, accessible and sustainable events that strengthen the local economy, celebrate Ledbury's heritage and provide opportunities for communities to thrive.

All events will be devised, developed, and assessed in line with a set of event assessment criteria and will support the Council's priorities.

This Strategy will be supported by a suite of operational documents and policies for completion by event organisers.

- Events Implementation Plan
- Event Toolkit and Guidance
- Event Risk Assessment Templates
- Event Management Plan
- Herefordshire Safety Advisory Group Guidance
- LTC Sustainability Policy
- LTC Corporate Plan
- Financial Regulations



Ledbury Town Council

2.4 Guiding Principles

Ledbury Town Council will:

- Work collaboratively
- Deliver value for money
- Encourage innovation
- Promote sustainability
- Support local businesses
- Celebrate heritage
- Ensure accessibility
- Prioritise safety

3. Strategic Objectives

The Strategic Objectives have been developed and will guide the actions required to deliver the vision. They provide a clear framework for considering the programming of a variety of events either run or supported by LTC.

- **Community Strengthening:**
Events should foster community engagement, support local talent, and build a sense of pride in town identity.
- **Economic Support and Tourism:**
Events should contribute to a thriving local economy by drawing visitors, enhancing footfall in the town centre and supporting local traders.
- **Inclusivity and Accessibility:**
Events should be welcoming and accessible to people of all ages, backgrounds and abilities.
- **Resource Efficiency:**
Events should use Council resources responsibly and seek value for money.
- **Partnership and Collaboration:**
Events should support strong partnerships between the Town Council, local groups, businesses and volunteers.



Ledbury Town Council

3.1 Strategic Outcomes

During the lifetime of this Strategy, Ledbury Town Council will seek to:

- Deliver a balanced programme of events throughout the year that reflects the needs of residents and visitors.
- Increase opportunities for partnership delivery with community organisations, businesses and volunteers.
- Secure additional external funding and sponsorship to support the continued growth of the events programme.
- Increase town centre activity during key event periods through coordinated programming and promotion.
- Improve the quality and consistency of event evaluation to inform future decision making.
- Ensure all Council-supported events demonstrate high standards of accessibility, sustainability and public safety.

3.2 Event Categories

To support strategic planning and resource allocation, events will be classified into three types. It should be noted that there may be crossovers between categories, and events may evolve over time, so flexibility will be applied in their classification where appropriate.

The events listed below are not exclusive to Ledbury Town Council and are organised by businesses, community groups, or other external organisations. Where relevant, the Council may provide support or partnership, but ownership and delivery remain with the listed organiser.

Regional events	Major events with broad appeal that attract residents and visitors alike
Community Events	Smaller-scale events or activities primarily focused on residents supported by local residents, community groups and LTC
Ledbury-linked Events	Town Centre events aim to bring residents and visitors to the retail area of the town, encourage people to spend locally and to promote a positive experience



Ledbury Town Council

Examples but not limited to:

District Events	Info
Lakefest	https://www.lakefest.co.uk/
Ledbury Carnival	https://ledbury-carnival.co.uk/
Ledbury Poetry	https://ledburypoetry.org.uk/
Hellens Garden Festival	https://hellensgardenfestival.co.uk/
Ledbury's Light Switch on (LTC)	https://www.ledburytowncouncil.gov.uk/en-gb
Heritage Open Days	https://www.heritageopendays.org.uk/
The Big Apple Blossom	https://www.bigapple.org.uk/
The Big Apple Harvest	https://www.bigapple.org.uk/
Ledbury Fringe	https://www.ledburyfringe.com/home
Eastnor Castle (e.g Chillifest)	https://eastnorcastle.com/whats-on/
Community Events	
Ledbury Community Day	https://www.ledburycommunityday.org.uk/
Great Big Green Week (LTC)	https://www.ledburytowncouncil.gov.uk/en-gb
Ledbury Mayors Mile (LTC)	https://www.ledburytowncouncil.gov.uk/en-gb
Ledbury's Got Talent (LTC)	https://www.ledburytowncouncil.gov.uk/en-gb
Ledbury Celebration (LTC)	https://www.ledburyfoodgroup.org/
Ledbury World Bookfest (LTC)	https://www.ledburytowncouncil.gov.uk/en-gb
Ledbury Horticultural Show	
Ledbury Dog Show	
Ledbury Linked Events	
Ledbury Big Breakfast	https://www.ledburyfoodgroup.org/category/big-breakfast/
Late Night Shopping	n/a
Independents' Day UK	https://www.indieretail.uk/
Malvern RHS Spring & Autumn festival	https://royalthreecounties.co.uk/the-local-area/
Three Counties Showground	https://royalthreecounties.co.uk/the-local-area/

4. Programming events

The Council will seek to maintain a balanced programme of events throughout the year, ensuring activities are spread across the seasons and reflect the interests of residents, visitors and local businesses.

Council-led events are regularly reviewed, typically every 2–3 years, to assess their relevance, impact, and delivery standards. Events are scheduled to provide a balanced programme across the year, considering school holidays, heritage celebrations, and other town-wide initiatives.



Ledbury Town Council

5. Partnership and Sponsorship

Where a Ledbury Town Council event has reached the limits of what the Council can deliver, opportunities will be explored to work with community groups, local businesses, or other partners to transition responsibility for the event. The Council will remain actively involved as a partner, providing guidance, advice, and, where appropriate, financial support through Ledbury Town Council grants to help ensure the event's ongoing success.

Every effort will also be made to coordinate with other local events, encouraging them to extend their programmes into Ledbury town centre where feasible. This helps to avoid clashes, create synergies, and maximise the benefits to the community. Such an approach brings more activity into the town, supports local businesses, promotes the area to visitors, and aligns with sustainable practices by making the most of existing events rather than duplicating activity elsewhere.

The Council recognises that many local businesses wish to support community events, and sponsorship opportunities will be offered for many of Ledbury Town Council-led events. This approach helps to strengthen community engagement, sustain high-quality events, and provide businesses with meaningful ways to contribute to the town's cultural and social programme.

Where appropriate and when events arise within the town, the Council will seek to work collaboratively with local traders, businesses, and community groups to enhance the visibility and impact of the event through coordinated marketing and town centre presentation. The Council will encourage coordinated town dressing during major events, working alongside local traders, businesses and community groups to create themed window displays, banners, decorations and promotional activity that celebrate events taking place in Ledbury and enhance the visitor experience.

6. Delivery and Support

Ledbury Town Council will support events by:

- Providing organisational guidance and planning assistance, including the provision of an events checklist providing key management advice;
- Offering Grants / support
- Offering promotional support through the Council website, social media and Visit Herefordshire listings;
- Facilitating access to public spaces (e.g., St Katherines Square, Market House, Recreation Ground)



Ledbury Town Council

- Encouraging partnerships between event organisers, traders and community groups;
- Supporting event safety through local planning guidance and connections with the Safety Advisory Group.

7. Event Assessment Framework

- All proposed events (whether delivered by the Council or supported externally) will be considered using a shared checklist of guiding principles.
- Events will not be expected to satisfy every criterion; however, proposals should demonstrate how they meet the High priority criteria wherever reasonably practicable.

Criteria – the event...	High / Medium / Low
Encourages attendance from both residents and visitors	High
Minimises environmental impact and promotes sustainability (e.g., waste reduction, local suppliers, low-carbon operations)	high
Is enjoyable and engaging	High
Supports local businesses, suppliers or volunteer groups	High
Includes accessibility considerations consistent with events scale and expected attendance	High
Complements the Town Councils Corporate plan	Medium
<i>Promotes community interaction and participation.</i>	High
Offers learning, cultural, or educational opportunities;	Medium
Has potential for growth and new opportunities;	Medium
Publicises the Town of Ledbury externally as a place of community	High
Has sustainable financial planning (e.g., sponsorship or partnerships);	Medium
Uses multiple town spaces where appropriate.	Low
Inclusive opportunities for all sections of the community, including underrepresented and harder-to-reach groups, to participate and engage	High



Ledbury Town Council

8. Financial

Prior to the commencement of the new financial year, officers will prepare a comprehensive events budget to inform Members of the Council of the anticipated funding required to deliver the programme of events proposed by officers. In developing this budget, every effort will be made to secure external funding through sponsorship, grants, or other sources, thereby supporting the events programme while minimizing reliance on the Council's core resources.

Regular financial management reports for Council-led events will be presented to the Council to ensure effective financial controls are in place and are being appropriately monitored.

9. Measures of Success

Attendance and other data for measuring success will be collected from all events as classified in Section 3.1 (District Events, Community Events, and Town Centre-linked Events). **Where possible**, each organiser will be asked to provide captured data for their events to support monitoring, evaluation, and strategic planning for future events.

Over the lifetime of this Strategy the Council will seek continuous improvement in the quality, reach and impact of its events programme. Whilst annual priorities may vary, success will be demonstrated through increased participation, stronger partnerships, improved visitor experience and greater external investment in events. Success for events in Ledbury will be measured through:

- **Attendance levels** – both residential and visitor engagement, supported by anonymised footfall data (e.g., mobile data provided through Herefordshire County BID data capture systems to give a clearer picture of event reach over time. Attendance will also be tracked via ticketing systems, sign-ins, or clickers where applicable.

Herefordshire Council can also provide information on parking data and how many tickets were purchased compared to other days or the same event the previous year.

- **Visitor experience feedback** - will be collected through a range of methods, including on-site surveys, online questionnaires, QR codes, and feedback from partner organisations. Key areas of focus will include satisfaction, accessibility, and likelihood of return attendance. This aligns with standard Ledbury Town Council practice, utilising tools such as QR codes, surveys, and attendance records.



Ledbury Town Council

- **Economic impact** – assessed through local trade uplift, surveys of participating businesses, Place Informatics data from Visit Herefordshire, and overall footfall in the town centre during event periods.
- **Media and social engagement** – coverage in traditional media and online platforms, including tracking engagement on Facebook, Instagram, and other relevant channels. Metrics will include reach, likes, shares, comments, hashtag usage, and click-throughs to event pages to assess promotional effectiveness.

The Council will review these measures annually to identify trends, evaluate value for money and inform future investment decisions.

10. Implementation and Review

This Strategy will be reviewed every **year** to reflect changes in community needs, resources, town plans, and partner opportunities.

11. Governance

Overall responsibility for delivery of this Strategy rests with Ledbury Town Council. Operational delivery will be undertaken by officers, with strategic oversight provided through the Events Working Party and relevant Council Committees.

12. Action Plan

Action	Lead	Timescale	Success/ Measure
Produce and publish an annual coordinated events calendar, including Council, community and regional events.	Community Engagement Officer / Events Working Party		Calendar published and shared with partners.
Identify priority regional events (e.g. Malvern, Three Counties, Eastnor, Big Apple) that provide opportunities for town centre activation.	Community Engagement Officer / Events Working Party		Priority events agreed and incorporated into the annual programme.
Develop and implement the Event Assessment Framework using the High, Medium and Low priority criteria.	Community Engagement Officer / Events Working Party		Assessment framework approved and in use.



Action	Lead	Timescale	Success/ Measure
Introduce standard event evaluation forms and data collection methods to measure attendance, visitor satisfaction and economic impact.	Community Engagement Officer / Events Working Party		Evaluation framework adopted and used for all Council-led events.
Develop a coordinated marketing approach with local businesses, including themed window displays and town dressing for major events.	Community Engagement Officer / Local Businesses / Traders		Minimum of three coordinated campaigns delivered annually.
Publish the annual Ledbury Events Programme.	Town Council		Annual programme approved and publicly available.
Introduce Accessibility and Sustainability Checklists for all Council-led events.	Community Engagement Officer / Events Working Party		Checklists implemented and used during event planning.
Seek external funding and sponsorship opportunities to enhance the events programme.	Community Engagement Officer		Funding applications submitted and sponsorship secured where appropriate.
Monitor event performance against the Measures of Success and report findings to Members.	Community Engagement Officer		Annual evaluation report presented to Council.
Review the Events Strategy and supporting Implementation Plan.	Town Council	Annually	Strategy and Implementation Plan reviewed and updated where required.

This Action Plan identifies the initial priorities for delivering the Events Strategy. It will be supported by a detailed Implementation Plan, which will allocate responsibilities, identify



Ledbury Town Council

resource requirements and monitor progress. The Action Plan and Implementation Plan will be reviewed annually to ensure they continue to meet the needs of the Council, its partners and the community.

LEDBURY TOWN COUNCIL EVENTS STRATEGY 2026: DRAFT ACTION PLAN

Introduction

This Draft Action Plan provides details on how the Events Strategy can be implemented through a coordinated, safe and affordable programme. Timescales run from Council approval of the Strategy and are subject to available staff capacity and budget.

Delivering and reporting:

Officers will maintain a more detailed implementation plan showing the named lead, next step, target date, estimated cost and progress for each action. The Events Working Party will review progress and bring matters requiring a decision, additional resources a change to the approved programme to the relevant committee or Full Council meeting.

Priority definitions:

High actions establish the programme, budget and essential arrangements for planning and assessing events. Medium actions develop coordination, funding and evidence of impact. Low actions are longer-term opportunities or periodic reviews; they may be brought forward where an appropriate opportunity arises.

	Priority	Action	Lead	Suggested Timescale	Evidence of Completion	Status
1	High	Agree an annual programme of Council-Led events, identifying proposed dates, delivery partners and the level of Council involvement in each event	Council, advised by the Events Working Party minutes and officers	Within 3-months	Programme approved and published on Council website	
2	High	Complete the Event Assessment Framework and use it when proposing or reviewing Council-led events and requests for Council support	Officers and events Working Party	Within 3-months	Framework approved and recorded in event proposals	
3	High	Prepare a costed events budget for the next financial year, identifying staff time, direct costs, expected income and funding gaps	RFO and event leads	In time for the annual budget process (Nov-Jan)	Budget presented to council alongside the proposed programme	
	High	Introduce an event planning pack, including an event management plan, risk assessment, accessibility and sustainability checklists, and guidance on when Safety Advisory Group advice is needed	Officers	within 6 months; before each relevant event	Planning documents completed and retained for each Council event	

5	High	Introduce a proportionate evaluation form for Council-led events covering attendance, feedback, costs, accessibility and lessons learned	Event lead	Before the next Council-led event where practicable	Evaluation completed after each event and used in future planning	
6	High	Produce a shared calendar of Council, community and regional events, and invite organisations to provide updates	Community Development Officer (when recruited) and Events Working Party	Initial calendar within 6 months and updated monthly	Calendar published and shared with partners	
7	Medium	Identify regional events that could support activity in Ledbury Town Centre and agree which opportunities are practical to pursue	Events Working Party and Officers, with traders and partners	Within 6 month	Shortlist and proposed activities reported to Council	
8	Medium	Develop a coordinated approach to event promotion with local businesses, including opportunities for window displays and town dressing	Officers, traders and local businesses	Within 9 months	Approach agreed; campaigns delivered where partners and resources allow	
9	Medium	Identify suitable grants and sponsorship opportunities for the approved programme, with clear arrangements for approval, recording and reporting of income	Community Development Officer (when recruited)	Ongoing, starting with the next programme of events	Applications and sponsorship proposals recorded; income reported against the events budget	

10	Medium	Report event performance and expenditure to Members, using evaluation findings to recommend changes to the following year's programme	Community Development Officer (when recruited) and RFO	Annually, before the next programme and budget are agreed	Annual report considered by Council	
11	Low	Explore whether established Council-led events could be delivered in partnership with, or transferred to, a suitable community organisation. Assess each opportunity on its merits	Events Working Party and Officers	During the annual programme review	Options presented where a suitable partner and workable arrangements are identified	
12	Low	explore additional event activities across different town spaces where these would improve the event and can be delivered safely and affordably	Event lead and partners	As opportunities arise	Options assessed through the Event Assessment Framework	
13	Low	Review the Events Strategy and this Action Plan in light of evaluation, community feedback, resources and partner opportunities	Council advises by the Events Working Party	Annually - to be presented to Council at annual council meetings in May of each year	Updated Strategy or Action Plan approved where required	

EVENTS WORKING PARTY	1 OCTOBER 2026	AGENDA ITEM: 7
-----------------------------	-----------------------	-----------------------

Report prepared by Angela Price – Town Clerk

CHRISTMAS LIGHT SWITCH-ON UPDATE – GAZEBO HIRE AND SNOW MACHINE

Purpose of Report

The purpose of this report is to provide members of the Events Working Party with an update on the hire of gazebo's and purchase of a snow machine for the 2026 Christmas event.

Detailed Information

Gazebo Hire

Members of Ledbury Town Council approved the following in respect of the 2026 Christmas Light's Switch-on event:

- 1. That the hire of 20 gazebos from Green Tops Gazebos at a cost of £900 for the Light Switch on Event 2026 be approved.**
- 2. That the gazebos hired from Green Tops Gazebos be charged to traders at the following costs:**
- 3. Green Top hired Gazebo - £50
Trader using own Gazebo - £40
Hot Food vehicle/catering unit - £80**
- 4. That Traders within the Town with a permanent business premises be offered a 50% reduction on trading prices noting that they will be offered Ledbury Town Council Gazebos first.**

Snow Machine

Members approved the purchase of the BeamZ SNOW5000 Professional Snow Machine and BeamZ B2500 Professional Bubble Machine at a combined cost of £958.99, and agrees that the equipment may subsequently be made available for hire to generate income and support local community activities.

It was agreed that a further report would be provided to council setting out a hire Proposal, including proposed hire fee and terms and conditions.

Recommendation

That the information provided above be received and noted.



Briefing for Ledbury Town Council – Events Working Party – 1st October 2026

Ledbury Community Day has a new organiser for 2027

The organising committee of Ledbury Community Day is pleased to announce that the management of Ledbury Community Hub has agreed to take over the lead organisation of the event.

This popular annual event which is “traditionally” held in early June has been run by the current committee since 2013 when it formed a part of the Ox-roast weekend.

Ledbury Community Day provides a great opportunity for local groups to show what they do and encourage participation from local residents – a celebration of Ledbury and District’s excellence and opportunities be it for sport, education, social activities, volunteering, finding help and much more. In 2026 nearly 60 groups and organisations took part representing all ages and all parts of the community.

Ledbury Community Hub has played an increasing role in the event including a very successful fun day for the younger members of the Ledbury Community as part of the June 2026 event.

Paul Kinnaird, chairman of the current organising committee explained the change as follows, “The committee has run the event since 2013 and now feels that the event is due a change of leadership. Ledbury Community Hub has established itself as a key agent for community support, and is rightly placed to take over and mould Ledbury Community Day.”

Nic Sims for Ledbury Community Hub said, “We are pleased to take on this key community event for Ledbury and are looking to build on the excellent foundation that the current organising committee has established over thirteen years.”

The organising committee will be transferring the assets they hold to Ledbury Community Hub to help them take things forward. This includes the contact details of local organisations so that the Hub can take forward arrangements efficiently – organisations will be asked to advise if they don’t want this to happen with their data.

The organising committee would like to thank Ledbury Town Council, Eastnor Lodge, Leaf, Ledbury and District Civic Society and Ledbury Community Hall for their help over the years and all those who have taken part.

Griff Holliday for Ledbury Community Day Organising Committee

EVENTS WORKING PARTY	1 OCTOBER 2026	AGENDA ITEM: 11
-----------------------------	-----------------------	------------------------

Report prepared by Angela Price – Town Clerk

FEEDBACK FROM LEDBURY CONVOY

Purpose of Report

The purpose of this report is to provide members of the events working Party with feedback on the Ledbury Convoy Event held on 19 September 2026.

Detailed Information

The Ledbury Convoy event appears to have been received well within the town and the organisers were pleased with the attendance on the day.

There were some comments made in respect of the name of the event; many people had expected a convoy of vehicles to arrive at the same time and then to be parked up from there. This has been fed back to the organisers.

During the event a number of the exhibitors expressed concern about the event ending at 8.00 pm due to issues with the lights on the vehicles. A decision was taken to end the event earlier than planned and to take this onboard for future events.

It should be noted that if this event is to take place next year the group will need support with the preparation of documents etc. and they have been invited to attend the Events Working Party meetings to help them understand the process better.

Any suggestions members have to improve this project would be welcomed.

Recommendation

That the above information be received and noted.

HODs Report for Events Working Party.

The theme for HODs 2026 was 'Everyday Lives' which, as always, gave quite a lot of scope for interpretation.

Olivia produced the usual excellent booklet of events which had an updated audio introduction via QR code.

This year, HODs included some first-time participants, including the Market Theatre offering tours of the building on Saturday 12th September and Ledbury Morris who had a stall under the Market House with information about Morris Dancing as well as a couple of demonstrations of Border Morris on Saturday 19th September.

Masefield Matters were also offering a new event in collaboration with the Shakespeare Birthplace Trust in Stratford upon Avon and held 3 talks in the Burgage Hall.

Some previous participants did not take part this year with a specific event, including the Poetry Festival and St. Michael and all Angels.

The Town Council was hosting several events, including the opening of the 16th Century Painted Room, The Market House and the New Street Chapel at the Cemetery. There were also some special events for HODs.

On Friday 18th September Dr Kathryn Davies gave us a fascinating talk and slide show on 'Artisan Art in 16th Century England: Ledbury Leads the Way', in the Jacobean Room, which was well attended. On Saturday 19th September we had the County Edition of the Great Domesday Book available to view in the Market House, where we also had some children's activities in our new reading corner. Children took part in colouring in, dressing up, model making and reading Horrible Histories. We will be able to use these new facilities again on other occasions such as Book Fest and providing half-term activities.

Visitor Numbers during Hods opening:	Adult	Child
16 th Century Painted Room	162	10
Market House	142	11
New Street Chapel	5	
Kathryn Davies	19	

Numbers for the Chapel were disappointing and for the other buildings less than in previous years. The tour guides noticed that many of the people coming in did not seem to be aware of HODs and had not come especially for the event. This was surprising given the excellent brochure created by Olivia and distributed throughout the town and to other parts of the three counties area. This lack of awareness is surprising given that this is a national event held every year and that there is national advertising via the HODs website. Do we perhaps need to give some feedback to HODs with regard to this?

Elisabeth Hughes, Tour Guide Manager.

EVENTS CALENDAR 2026 - 2027

Version 46 - Jan 26

	Ledbury Town Council Event
	Community /Outside Event
	Mayors Events
	Bank Holiday
	Holidays / Celebrations - Non-Bank Holiday

Month	Event	Date	Time	Venue	Organiser	Website	Action / Notes
26-Jul							
	Masefield Marathon	Saturday 4 July	10:00am-5:00pm	St Michaels and All Angels Church Ledbury	Masefield Matters		
	Ledbury Celebration	Sunday 5th July	11:00am - 4:00pm	St Katherines Carpark	Ledbury Food Group/ LTC/PF	https://www.ledburyfoodgroup.org/2024/04/ledbury-celebration-2024-a-date-for-your-diary/	Local event showcasing herefordshire local producers. This is held on the last day of the Poetry Festival
	Independents' Day UK	Friday, July 3, and Saturday, July 4.					The initiative encourages consumers to shop with local, independent retailers and often features special promotions and local markets.
26-Aug							
	Lakefest 2026	5 Aug – 9 August		Eastnor Castle and Grounds	Lakefest	https://www.lakefest.co.uk/	Multi day family music festival with live bands, kids' activities & food.
	Mayors Mile	Sunday 9 August		High Street and Town trail	Ledbury Town Council and LFC	https://www.ledburytowncouncil.gov.uk/en-gb/blog/mayor-s-event/mayors-mile-2026	All proceeds raised will go to Ledbury Football Club, helping to support the club and its ongoing work within the local community.
	Summer Bank Holiday	Monday 31 August					
	Ledbury Carnival	Monday 31 August					
26-Sep							
	Heritage Open Days	11 - 20 September	Various	In and around Ledbury	LTC	https://www.ledburytowncouncil.gov.uk/en-gb/latest-news/heritage-open-days	free access to a variety of local heritage sites and events. This annual festival provides a chance to explore local history and culture.
	Military event	Saturday 19 September	TBC	Ledbury High Street	Hereford Military History Festival	TBC	A festival is being planned for Ledbury High Street to celebrate military heritage, featuring displays of historic tanks and military vehicles, along with live music and dance performances. More details will be announced in due course.
	h.Art – Herefordshire Art Week	Saturday 5th to Sunday 13th September					A celebration of local creativity, Herefordshire Art Week showcases artists, makers and galleries across the county, offering visitors the chance to explore exhibitions, studios and unique works of art.
25-Oct							
	Funfair (Mop Fair)	Monday, 13th & Tuesday, 14th October	4.30pm - late	Ledbury Town Centre	The Rodgers Family / LTC Service Agreement	https://www.facebook.com/LedburyMopFair/?locale=en_GB	a traditional event that takes place in Ledbury on the High Street. It's a fun fair with rides and attractions. Dates back to 1138.
	Pumpkin Picking - Pumpkin Pete's	Various dates in October, tickets available from September	TBC	Moor Court Farm, Stretton Grandison	Pumpkin Pete's (Hannah and Ed)	https://www.pumpkinpetes.co.uk/pyo-pumpkins	a popular activity where people visit the pumpkin patch to select and harvest pumpkins, there are themed weekends such as circus, art and nature with food and drink available, lots of photo opportunities
	Pumpkin Picking - The Farm Patch	TBC	TBC	Gilbert's Farm, Lilly Hall Lane	The Farm Patch, Gilbert's Farm	https://thefarmpatch.co.uk/event/pumpkin-picking/	a popular activity where people visit the farm to select and harvest pumpkins, food and drink are available. Late night options available.
	Ledbury Ploughing Match	TBC	TBC	Aubreys Farm, Bromsberrow	The Ledbury Ploughing Society	https://www.facebook.com/p/Ledbury-Ploughing-Society-100095258634091/	a competitive event where participants, using various types of ploughs (horse-drawn and tractor-driven), demonstrate their skills in preparing land for planting.
	Halloween	Friday 31st October	N/A	N/A	N/A	N/A	a holiday celebrated on October 31st, often involving dressing up in costumes, trick-or-treating, and carving pumpkins.
Nov-25							
	A dramatisation of Masefield's life	Friday 6th & Saturday 7th November	TBC	TBC	TBC	https://www.ledburytowncouncil.gov.uk/en-gb/	with readings/music, etc, at the Market Theatre, Ledbury (inc an exhibition of 3 shortlisted proposals for the memorial)
	Bonfire Night	N/A	N/A	N/A	N/A	N/A	It commemorates the failure of the Gunpowder Plot in 1605, when Guy Fawkes and his fellow conspirators attempted to blow up the Houses of Parliament and assassinate King James I.
	Remembrance Day	Wednesday 11th November	11.00am	War Memorial	N/A	https://www.ledburytowncouncil.gov.uk/en-gb/	A memorial day to honour those who have died in war.
	Service of Remembrance -110th anniversary of the Battle of The Somme	Wednesday, 18th November	6.0pm	St Michaels and All Angels Church Ledbury	Church		Service to remember those from Ledbury who fell in the Battle of the Somme
	Christmas Lights Switch on Event	Sunday, 22nd November	2.00pm - 8.00pm	Ledbury Town Centre	LTC	https://www.ledburytowncouncil.gov.uk/en-gb/	community event where the lights adorning Ledbury are officially turned on, marking the start of the festive season.
	Winter Glow - Malvern	TBC	TBC	The Three Counties Showground	Winter Glow	https://winterglow.co.uk/	Festive Experience, Inc. Father Christmas, Ice Skating, Light Trail, UV Crazy Golf, Fairground, Market, Food and Drink etc...
Dec-25							
	Christmas Tractor Parade	TBC	TBC	In and around Ledbury	When Farmers Do Christmas	TBC	Vehicles drive through town decorated in Christmas lights to raise money for charity

	Late Night Shopping	Friday, 4th December	5:00pm - 8:00pm	Ledbury Town Centre	LTC		Shops are open later in the run up to Christmas
	Candle Lighting	Sunday, 13th December	10:00am - 3:00pm	New Street Chapel	LTC	https://www.ledburytowncouncil.gov.uk/en-gb	with help from Co-op Funeral care
	Christmas Day	Friday 25th December	N/A				a Christian holy day that commemorates the birth of Jesus Christ.
	Boxing Day	Saturday 26th December	N/A				A public holiday celebrated the first day after Christmas.
	New Years' Eve	Thursday 31st December	N/A				The final day of the calendar year. It's a time for celebrations, with people gathering with friends and family to ring in the new year.
	Ledbury Choir and John Masefield concert	TBC	TBC	TBC	TBC	TBC	Ledbury Choral Society Christmas concert including a new choral work on Masefield's Box of Delights
Jan-27							
Feb-27							
	Big Breakfast	TBC	TBC	In and around Ledbury	Ledbury Food Group	https://www.ledburyfoodgroup.org/category/big-breakfast/	It celebrates local food and our local independent food businesses (retailers and cafes etc)
	Valentines Day	Sunday 14 February	N/A	N/A	N/A	N/A	a celebration of love, friendship, and affection.
	Shrove Tuesday (Pancake Day)	Tuesday 9 February	N/A	N/A	N/A	N/A	Also known as Pancake Day, is a Christian tradition that comes before the start of Lent.
	Ash Wednesday	Wednesday 10 February	N/A	N/A	N/A	N/A	marks the beginning of Lent in the Western Christian tradition, a 40-day period of fasting and reflection leading up to Easter.
Mar-27							
	St David's Day	Monday 1 March	N/A	N/A	N/A	N/A	Wales's national day, honouring St. David, the patron saint of Wales.
	World Book Day	Thursday 4 March	TBC	N/A	UNESCO	https://www.worldbookday.com/	events organised to promote reading for pleasure, particularly among children and families
	Ledbury World Bookfest	Saturday 6 March	10:00 - 2:00	In and around Ledbury	LTC	TBC	Workshops, activities, food / drink etc... held around town to celebrate World Book Day
	International Women's Day	Monday 8 March	N/A	N/A	N/A	N/A	a global day recognizing the social, economic, cultural, and political achievements of women
	Mother's Day	Sunday 7 March	N/A	N/A	N/A	N/A	a holiday celebrating the importance of mothers and motherhood
	St Patrick's Day	Wednesday 17 March	N/A	N/A	N/A	N/A	a cultural and religious holiday celebrated annually on March 17th, honouring the patron saint of Ireland, St. Patrick
	Kempley Daffodil Weekend	Saturday 20-Sunday 21 March (TBC)	TBC	Kempley Daffodil Meadow	Volunteers on behalf of St Edwards Church	https://www.daffs.org.uk/	an annual event in the village of Kempley, Gloucestershire, that celebrates the abundance of wild daffodils in the area
Apr-27							
	CountryTastic	Thursday 1st April	TBC	Three Counties Showground	The Royal Three Counties	https://countrytastic.co.uk/	a family event for children aged 5-11 years old. The show attracts young people keen to learn all about food, farming and the countryside.
	Good Friday	Friday 26th March	N/A	N/A	N/A	N/A	a Christian holy day commemorating the crucifixion of Jesus Christ
	Easter	Sunday 28 March	N/A	N/A	N/A	N/A	a Christian festival celebrating the resurrection of Jesus Christ, marking the end of Holy Week. More recently associated with traditions such as egg hunts and gift giving
	Easter Monday	Monday 29 March	N/A	N/A	N/A	N/A	Easter Monday is a bank holiday, along with Good Friday, marking the beginning of spring
	St George's Day	Friday 23rd April	N/A	N/A	N/A	N/A	England's national day, commemorating the patron saint of England, St. George
	Eastnor Castle Mud Run	Sunday 25 April	TBC	Eastnor Castle	Relish Running Races	https://www.relishrunningraces.com/mud-bath-running-race-eastnor-castle.php	3K, 6K, 10K, camping available, mud run,
	Mayor's Mile - Provisional	TBC	TBC	TBC	LTC	https://www.ledburytowncouncil.gov.uk/en-gb	Running event to raise money for the Mayor's charity
	Civic Celebration - Provisional	TBC	TBC	TBC	LTC	https://www.ledburytowncouncil.gov.uk/en-gb	a formal event where the mayor, as the symbolic leader of the community, recognizes and honours individuals or groups for their contributions to the town
May-27							
	Early May Bank Holiday	Monday 3rd May	N/A	N/A	N/A	N/A	
	Blossom time festival	TBC		Marcle Ridge	The Big Apple Association	https://www.bigapple.org.uk/blossomtime/	The Blossomtime Festival celebrates the arrival of spring with floral displays, community events, and activities that highlight local culture and creativity.
	VE DAY	Saturday 8 May			LTC/ RBL		VE Day (Victory in Europe Day) marks the end of the Second World War in Europe on 8 May 1945, commemorating the Allied victory and honouring those who served and sacrificed.
	Hereford History Festival	TBC			Hereford History Festival		The Hereford Histories event celebrates the city and county's rich heritage, exploring local history, culture, and notable stories from the past.
	Spring Bank Holiday	Monday 31 May					

The Talbot - Quiz Night - Every other Wednesday
The Talbot - Pie and Pint Mondays
Shell House Kitchen - Monthly Quiz Nights
Shell House Kitchen - Monthly Supper Clubs
Ledbury Community Hub - Loads on, check their calendar!
Hellens Manor - Monthly Sound baths with C Sound Space
Malvern Hills Yoga - Various retreats at Hellens Manor and The Nest
The Ledbury Flower Farmer does, talks, demos, tours and workshops
check out her website